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THE IMPACT OF PERFORMANCE APPRAISAL ON EMPLOYEES' PRODUCTIVITY IN ELECTRICAL MANUFACTURING SECTOR AT PENANG, MALAYSIA

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Abstract:

The purpose of this study is to examine the relationship between performance appraisal including job knowledge, communication skills, creativity and innovative on employees' productivity in electrical manufacturing sector at Penang, Malaysia. In order to evaluate the relationship a sample size of 222 respondents taken from 28 electrical manufacturing sector with 6322 populations and 361 samples. A questionnaire was design for data collection to measure performance appraisal included job knowledge, communication skills, creativity and innovative on employees' productivity. Stratified sampling method was used to analyze the data used SmartPls 3.7.8. The result of the study shown that job knowledge, communication skills, creativity and innovative have a significant relationship on employees' productivity. The limitation of this study only covers electrical manufacturing sector. Suggested for future study focus on electronic, plastic and fabricated manufacturing sector in order to be more effective result in improving the performance appraisal practices in manufacturing sector.

Keywords:

Performance Appraisal, Job Knowledge, Communication Skills, Creativity and Innovative, Employees' Productivity

Introduction

Performance appraisal is one of the human resource management activities to evaluate the performance of an employees in all aspects of evaluation for the purpose of salary increment, promotion and bonus. Employees' productivity refers to the quality and productivity of job performance that achieved the target as determined by the organization. Every year a performance appraisal is made to ensure that each employee has the level of knowledge and

skills required for the execution of their daily tasks' performance more effectively (Hussain, Soomro, Bhutto, Shah & Shaikh, 2019; Muhammad, Salleh & Mohammed Yusr, 2020). Employees' productivity is very important to the organization because it ensures the organization is always moving forward, has the strength to face the competition and maintain profits for the long term. To ensure that these achievements are achieved, it is the responsibility of top management in an organization to provide more opportunities for each employee to improve their ability in handling their responsibilities in the workplace through training and development approaches that involved well-structured training needs analysis, exposure to on-job training, off-job training and ongoing-training at all times to enable them to specialist all the skills needed by the organization through increasing their work productivity (Tabiu, 2019; Febrinol & Herminingsih, 2021). In addition, satisfactory incentives and rewards can improve the work performance of employees because there is a motivating of employee satisfaction when their achievements are appropriately rewarded by the organization where they work (Dangol, 2021; Aydın & Tiryaki, 2018).

Objectives and Research Questions of the Study

Objectives of the Study

Objectives of the study were designed to examine the extent to which the role of performance appraisal involved job knowledge, communication skills, creativity and innovative on employees' job productivity. The objectives of the study are:

1. To examine the relationship between job knowledge on employees' productivity in electrical manufacturing sector.
2. To identify the relationship between communication skills on employees' productivity in electrical manufacturing sector.
3. To evaluate the relationship between creativity and innovative on employees' productivity in electrical manufacturing sector.

Research Questions of the Study

Research Questions of the study covered:

1. Is there any significant relationship between job knowledge on employees' productivity in electrical manufacturing sector?
2. Is there any significant relationship between communication skills on employees' productivity in electrical manufacturing sector?
3. Is there any significant relationship between creativity and innovative on employees' productivity in electrical manufacturing sector?

Literature Review

Job Knowledge

Job knowledge plays an important role for every employee in performing their duties and responsibilities more effectively. Previous literature review stated that job knowledge covered the knowledge, ability, skills and competencies possessed by each employee in order to perform their job well and achieved the target. To achieve the goal of skilled work, organizations need to emphasized the importance of training and development in exposing them to every skill needed by the organization as well as rewards and commensurate with employee's best performance in order to be more quality and productivity that can be produced

to fulfill their responsibilities in the workplace (Bienkowska & Ignacek-Kuznicka, 2019; Nishu & Lalrinzuala, 2021). Understanding of work procedures is also a priority for each employee to perform their daily tasks based on Standard Operating Procedures (SOP) that have been set by the organization. While every employee must also have a positive work attitude and a high interest to learn and understand every knowledge related to their job and therefore work productivity became easier to achieve. The attitude and discipline of an employee should be in line with the goals of the organization (Alias, Mansor, Rahman, Ahmad & Samsudin, 2018). Continuous learning is a priority where every employee is able to perform new tasks that required new job knowledge in line with the rapidly evolving new technological changes in the global market arena. A work culture towards increasing work productivity is always instilled in every employee so that every employee feels their existence is very important to the organization (El-Chaarani & El-Abiad, 2020; Li, Wang, Haque, Shafique & Nawaz, 2020). The wealth of an organization is the result of the ability and skilled possessed by each of its employees which involved job knowledge that can give satisfying to employees and therefore they able to produce quality output for the tasks that has been made can be achieved more accurately based on the current achievements of each employee. It is the duty of every employee to work harder through an excellent level of job knowledge to ensure that their organization gets a position on par with other organizations in the market. Excellent job knowledge is vital to organization and directly maximized in the wealth of their organization compared to other competitors (Ramhit, 2019; Ray & Raya, 2019).

Communication Skills

Communication at workplace is a process of exchanging information and ideas, whether verbal or non-verbal communication between one person or a group with another person or group in an organization. Communication is a very important activity in completing a job and increasing job productivity (Sugiarto & Putra, 2020; Purnama, 2021). Previous literature review stated that communication skills very important element to every employee in an organization. Every employee needs good communication with both themselves and their top management. Direct communication has a positive impact on every employee. Task instruction should be clear to be communicated to employees to ensure that the quality and productivity of work produced can be implemented accurately (Zenzu, 2019; Ahmad, Noviantoro & Putrafinaldo, 2020). Communication can be divided into two groups, verbal and non-verbal communication. Verbal communication is direct communication with employees through face to face, email and phone in conveying any job information that needs to be performed by an employee. The information obtained through verbal communication is clear and this allowed the work to be done in a correctly, error-free and result oriented. Verbal communication can produce effective quality and productivity of work in the workplace (Mubarok, 2020; Perdamean, Isnurhadi, Zunaidah & Hanafi, 2021). While non-verbal communication is also important to each employee to the information presented by their superiors. Non-verbal communication is communication that involved facial expressions, eye contact, body movements and tone of voice. Non-verbal communication greatly affected the work performance of employees because each employee can be expected what is desired by their superior. More effective communication in the workplace can directly improve the quality and productivity of work in an organization. Effective communication has a significant relationship on job performance. Satisfactory work performance through improved quality and productivity of work has a positive impact on the growth of the organization. Therefore, effective communication can make the implementation of job tasks can run smoothly and benefit to the organization (Rukmana, 2018; Irad, Muis & Rasjid, 2020).

Creativity and Innovative

Creativity and Innovative refer to the creativity of an employee that can be contributed to their organization. While innovative is formed as a result of the creativity of an employee to create something new that can be practiced by the organization. Creativity and innovation are important elements in the improvement of an organization. Both of these elements can help employees in generating unique and interesting ideas towards improving the quality of an employee's work performance (Man, Zhu & Sun,2020; Soyadi, 2020).Past literature review found that creativity and innovative have a positive impact on the development of an organization because the new ideas generated can be used for organizational progress. In the execution of daily tasks, employees are always exposed to concepts to improve advanced knowledge in theory, the concept of creativity and innovation for improvement, problem solving and creating new job systems using 'creative tools'. The concept is to increase the efficiency of the organization in the long-term to enable each employee to apply creative and innovative techniques in making improvements, solving problems and creating new job systems in the workplace by using 'creative tools' (Salim & Zakaria, 2021; Caniels,Jong & Sibbel, 2021). Creative tools involved think and do in producing new inventions in ensuring that the organization can grow rapidly as a result of the use of new approaches created by an employee in performing a task as directed. Employees who always think of a job outside the box in a more efficient way can produce excellent work productivity. Organizations that have creativity and innovative employees can generate profits without cost and as a result, organizations can grow rapidly in maximizing long-term profits (Umulkulsum & Suaji, 2020; Farooq, N., Rehman, A., Bilal,Saleem,Hussain & Zeeshan,2020). Organizations can also directly compete with other organizations in producing new products that are compatible with current technology and therefore, organizational achievements as a result of creativity and innovative employees bring the organization to move further with its other competitors (Zhou,2021;Pirmoon,Hamidi, Mohammadi & Doroudi,2021).

Employees' Productivity

Previous literature review stated that productivity is the ability of an employee to produce output from a set of inputs in performing a certain of their daily tasks through methods in measuring efficiency and effectiveness in the use of resources such as efficient employees, technology, organized work systems and systematic work management optimally and convert inputs to output in producing high productivity to the organization. Higher work productivity indicated the efficiency and effectiveness of the use of inputs which contributed towards lower costs in carrying out daily operations and at the same time created better work standards and increased competitiveness (Jabeen, Khan, Ellahi & Begum, 2021; Gagandeep,2021). In producing high work productivity as set by the organization, an employee must have a level of knowledge and skills for a given task so that the task can be performed smoothly and effectively. There are many elements of employees' productivity that must be possessed by an employee such as job knowledge, communication skills, creativity and innovative are part of the ability that must be possessed by every employee. Employees who can be the maximum work productivity are employees who excellence in performing their duties effectively in the workplace (Mashavira,2020; Pradhan,2020). Employees who are able to generate productivity are an important asset to the organization because the skills they possess can maximize the profits of the organization for a long period of time. Employees who have the attitude to move forward, take the opportunity to learn new tasks, take the initiative to improve their ability to specialized various areas of work in the organization they work and have competitiveness in facing challenges, the ability to solve problems and make decisions then the employee is an employee who already have the capability in producing work productivity as desired by the

organization. Employees' productivity that successfully implemented by each employee can contribute to the performance of the organization (Rahahleh, Alabaddi & Moflih,2019; Rajapakshe,2021).

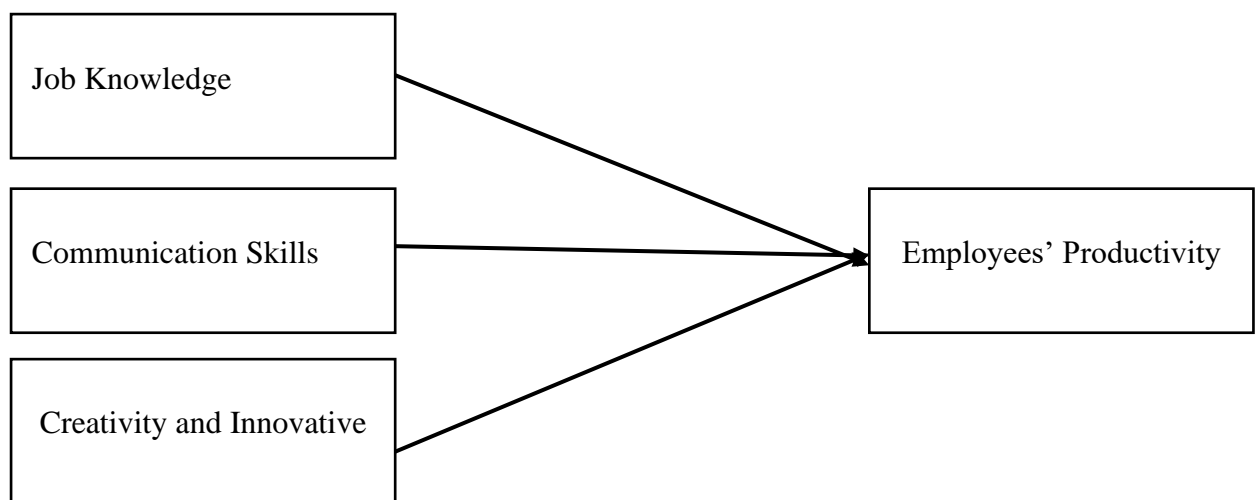
Theoretical Framework

Independent Variables

- Job Knowledge
- Communication Skills
- Creativity and Innovative

Dependent Variable

- Employees' Productivity In Electrical Manufacturing Sector



Hypothesis Development

H1. There is significant relationship between job knowledge and employees' productivity in electrical manufacturing sector.

H2. There is significant relationship between communication skills and employees' productivity in electrical manufacturing sector.

H3. There is significant relationship between creativity and innovative and employees' productivity in electrical manufacturing sector.

Result

Participants

The data was collected from 28 electrical manufacturing sector, 361 questionnaires were distributed and 222 questionnaires were analysis among the employees. The respondents were selected using the stratified sampling technique.

Measurement Scale

Questionnaires are designed in Linkert Scale (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree).

Data Analysis

The data obtained were studied using SmartPLS version 3.7.8 to discuss the findings obtained. SmartPLS is highly recommended by statistical scholars in producing accurate analysis of the cause-and-effect relationship of each variable. SmartPLS is also referred to as a large multivariate analysis technique in social and psychological research. SmartPLS is capable of analyzing measurement model evaluation and structural model evaluation.

Table 1 shown the Loading, Composite Reliability (CR), Average Variance Extracted (AVE) value for each construct studied and the lowest value is 0.647 and the highest value is 0.817. These values are greater than 0.5 (> 0.5), confirming that the study construct is able to explain the mean change of variance within the items (Fornell & Larcker, 1981; Gefen & Straub, 2005; Henseler, Ringle & Sinkovics, 2009).

Table 1
Loading, CR & AVE Results

	<i>Loading</i>	<i>CR</i>	<i>AVE</i>
Job Knowledge		0.9066	0.5818
JK1	0.7158		
JK2	0.8505		
JK3	0.7270		
JK4	0.7338		
JK5	0.7669		
JK6	0.7863		
JK7	0.7510		
Communication Skills		0.8929	0.5122
CO1	0.7532		
CO2	0.7677		
CO3	0.7522		
CO4	0.7588		
CO5	0.7841		
CO6	0.7518		
CO7	0.7912		
Creativity and Innovative		0.9169	0.6132
C11	0.7857		
CI2	0.8341		
CI3	0.8358		
CI4	0.8213		
CI5	0.7959		
CI6	0.7451		
CI7	0.7462		
Employees' Productivity		0.9255	0.5547
EP1	0.7226		
EP2	0.8315		
EP3	0.7248		
EP4	0.7798		
EP5	0.7441		
EP6	0.7711		

EP7	0.7334
EP8	0.7929
EP9	0.7884
EP10	0.7468

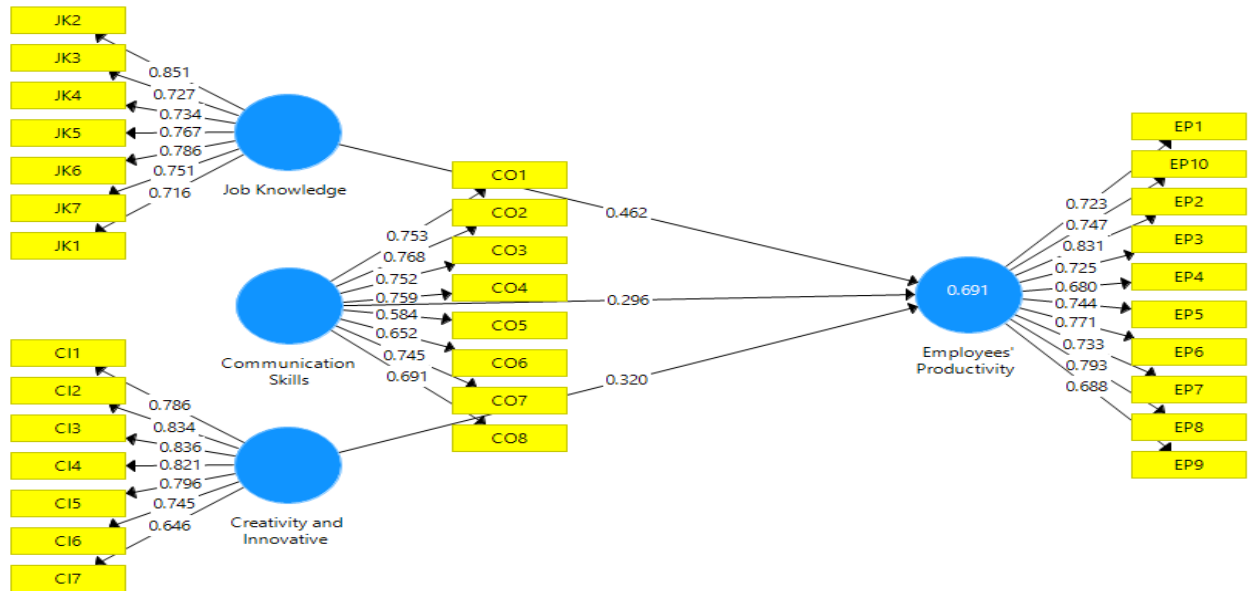


Figure 1: Structural Model Direct Effects

The discriminant validity test was measured through two methods, namely the Heterotrait-Monotrait (HTMT) criterion test and cross loading (Henseler et al., 2009). Table 2 below shown the output from the HTMT analysis. The results can be calculated easily using the formula as in (Henseler, Ringle & Sarstedt, 2015).

**Table 2
Discriminant Validity**

Constructs	CO	CI	EP	JK
CO	0.7157			
CI	0.5637	0.7831		
EP	0.6253	0.6320	0.7448	
JK	0.3223	0.3138	0.6574	0.7628

Note: Values in Bold face are the square root values of average variance extracted

Assessment of Structural Model

The findings for testing this direct effect model using SmartPLS software package version 3.7.8 that is through the structural equation model. This measurement aims to test the direct effect model and the effect model of the mediated variable. Therefore, empirical evidence has been used to construct a direct effect model as shown in Figure 3.

Table 3
Summary of Hypotheses

Relationship	Summary of Hypotheses				
	Beta	Std Error	T-Value	P-Value	Decision
JK ->EP	0.4615	0.0746	6.1849	0.0000	Significant
CO->EP	0.2960	0.0554	5.3394	0.0000	Significant
CI-> EP	0.3203	0.0563	5.6925	0.0000	Significant

Discussion

Job Knowledge

The results obtained shown that the job knowledge variable has a significant relationship on employees' productivity in manufacturing sector ($\beta = 0.4615$; $t = 6.1849$; $p = 0.000$). H1 Accepted. The results also shown that job knowledge contributed 46.2% ($R^2 = 0.462$) to changes in employees' productivity in manufacturing sector.

The results shown that there is a significant relationship between job knowledge and employees' productivity in the manufacturing sector. The results of this study shown that job knowledge plays an important role in employee job performance. Job knowledge that included skills to perform daily tasks, effective communication, well manage resources, ability in problem solving and decision making, teamwork and result oriented. An employee found to be able to handle their work effectively is an employee who has excellence job knowledge who is able to specialist about the knowledge of their duties and responsibilities with less monitoring from their superior. The employee is considered to have been successful, skilled and capable in making decisions if there are any problems that arise in their workplace. Employees who have extensive job knowledge are an important asset to the manufacturing sector that can generate the manufacturing sector towards rapid growth and maintain the importance of their industry in the global market.

Communication Skills

The results obtained shown that the communication skills variable has a significant relationship on employees' productivity in manufacturing sector ($\beta = 0.2960$; $t = 5.3394$; $p = 0.000$). H2 Accepted. The results also shown that communication skills contributed 29.6% ($R^2 = 0.296$) to changes in employees' productivity in manufacturing sector.

The results shown that there is a significant relationship between communication skills and employees' productivity in the manufacturing sector. Communication is an important element in the manufacturing sector. Effective communication that involved verbal or non-verbal plays a role in conveying information accurately so that a task directed by a superior can avoid from any mistake. Every employee needs an effective communication because the information conveyed is important in the performance of a task. Failure in effective communication has led to the manufacturing sector engaging in serious mismanagement. Therefore, it is important for employees to communicate effectively to all levels of employees whether low employees or top management so that any mistakes can be avoided. With effective communication, every operation in the manufacturing sector runs smoothly and every information obtained is

accurate. This situation allowed each employee operation to be implemented smoothly and result oriented can be maintained.

Creativity and Innovative

The results obtained shown that the creativity and innovative variable has a significant relationship on employees' productivity in manufacturing sector ($\beta = 0.3203$; $t = 5.6925$; $p = 0.000$). H3 Accepted. The results also shown that creativity and innovative contributed 32.0% ($R^2 = 0.320$) to changes in employees' productivity in manufacturing sector.

The results shown that there is a significant relationship between creativity and innovative and, employees' productivity in the manufacturing sector. Creativity and innovative have a very important role in building the manufacturing sector because constructive ideas need to be generated so that the old system can be replaced with a new system which more compatible with current technology. Creativity among employees can directly increase the ability of each employee to work in a team in creating something new that can change the work performance better. The strength of a manufacturing sector lies in the ability and strength of its employees. Therefore, the role of creativity and innovative can change employees' productivity to be higher and able to produce out to the manufacturing sector without producing any cost. This situation puts the manufacturing sector in a ready situation in any situation in the face of the ever-changing in global market.

Conclusion

From the findings in this study shown that all variables involved job knowledge, communication skills, creativity and innovative have a positive effect on employees' productivity. The electrical manufacturing sector emphasized the importance of job knowledge among its employees because every employee who has sufficient job knowledge can perform their duties and responsibilities more effectively. The importance of every employee having knowledge that covers their daily tasks can be executed quickly. Skills that involved job knowledge can be shown to the top management of the electrical manufacturing sector that their intelligent can help each task can be performed satisfactorily. Effective communication skills can contribute to be better job performance. This is because each employee is provided with accurate information on a task that can be performed without any mistakes or misunderstandings. Effective communication has a positive impact on work productivity because the information obtained related to the task performed is accurate. While creativity and innovative among employees affected the work performance of employees with more productivity as a result of employee creativity that changes the old system practiced to a new system to more effective. Creativity and innovative contribute to increased work productivity because the ideas provided are very beneficial to the daily tasks of employees and this situation also contributes to the growth of the electrical manufacturing sector for the long time period. This gives benefits to every employee because when the electrical manufacturing sector can make a profit, then employees also are given incentives and rewards for their excellent work performance.

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